

HISTORY OF THE PERSONNEL MANAGEMENT FUNCTION IN THE CENTRAL INTELLIGENCE AGENCY

Since the establishment of the Central Intelligence Agency in accordance with the provisions of the National Security Act, approved 26 July 1947, the activities and organization of the personnel management function have reflected the sequence of changes in the Agency as a whole in seeking the organizational and management pattern which would most effectively accomplish its mission.

Initially a centralized personnel unit was established to provide the usual recruitment and placement, position classification and wage administration, personnel relations, and personnel processing and record keeping services. In addition, this unit included medical, military personnel administration, and testing and evaluation services. In 1949 the administrative organization of the Agency was substantially changed and the operational elements of the personnel management function were decentralized to two personnel divisions operating within administrative organizations servicing the covert and overt components of the Agency, respectively. Staff personnel management responsibilities, including final position classification authority, were located in a separate personnel staff. In October, 1950, fully centralized personnel management was again established and the Office of Personnel was organized on a semi-functional basis - separate personnel divisions serviced the overt and covert offices of the Agency in matters of placement, personnel relations, and processing and record keeping; personnel recruitment and position classification and wage administration services were provided by units servicing both overt and covert elements; and military personnel administration for the Agency at large was also supported by a single unit. Currently the Office of Personnel is organized on a purely functional basis as described in the foregoing material on Organization and Functions. 4/2

During the early years, the rapidly expanding scope of the Agency's intelligence and operational activities and commitments dictated an acceleration of personnel operations to supply the increasingly expanded personnel requirements. This is best illustrated by comparing approximately [redacted] staff employees and staff agents on duty in September, 1947, against the present staff of [redacted] in these categories. The sensitive nature of the Agency's mission and security aspects involved contributed greatly to recruitment problems; the prospective field of applicants was curtailed by basic requirements preliminary to serious consideration for employment; the completion of personnel security checks involving such a prolonged lapse of time that many applicants accepted other employment, thus nullifying a considerable amount of recruitment effort. Little recognition by way of staffing, necessary authorities, or stature within the Agency's hierarchy was given to the Office of

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Personnel during this period, however. It was not until 1951 that proportionate increases in staffing authorization and authorities needed to perform the personnel management job began to be granted to this Office.

Significant program developments include the following:

a. The development of a corps of well-qualified intelligence personnel who sought to make a career of Agency employment was officially expressed by the Director of Central Intelligence early in 1951. Since that time, officials from all parts of the Agency have participated in intensive efforts to develop a realistic program for selection, developing and appropriately rewarding individuals who succeed in such careers. The results of these studies are reflected in recently approved policies and procedures implementing the career service concept.

b. Stabilization of staffing requirements appeared during fiscal year 1953 which, accompanied by changes in the concepts of internal Agency security requirements, made it possible to give increasing effort and attention to the overall elements of personnel management within the Agency. Accomplishments in this regard have been realized in the extension of the placement activity, in the development of classification standards tailored to the unique nature of Agency requirements, the establishment of complete and accurate record keeping systems, and in a variety of employee services programs.